

**Exhibit C: Instructions and AGO Questions for Written Testimony**

**Questions**

1. Please explain and submit a summary table showing your annual operating margins (profit or loss) from 2005 to 2010 broken down by your commercial, government, and all other business (and please identify the carriers or programs included in each of these three aggregate margins). Please explain and submit supporting documents to show whether and how your revenue and margins are different for commercial carriers for your business operated through HMO, PPO, POS agreements, including any agreements subject to a global per member per month budget.

Please see the attached summary table in the Appendix:  
Exhibit C Question 1 and Exhibit C Question 1b

2. Please explain and submit a summary table showing your commercial operating income trend from 2005 to 2010, and how that trend results from: (1) changes in the unit price of health care services or procedures, (2) changes in utilization, and (3) changes in other factors, such as changes in mix of services, mix of location of services, member demographics, and plan design.

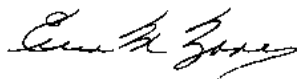
Please see the attached summary table in the Appendix:  
Exhibit C Question 2

3. Please explain and submit a summary table showing your gross operating expense trend for medical services (excluding research and other non-medical cost centers) from 2005 to 2010, and how that trend results from: (1) facility costs including rental, maintenance, construction, and depreciation, (2) equipment costs including rental, maintenance, purchase or depreciation, (3) non-physician labor costs, (4) physician labor costs, and (5) other factors.

Please see the attached summary table in the Appendix:  
Exhibit C Question 3

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**Instruction 3. Attestation.**

I, Ellen Zane, am legally authorized and empowered to represent Tufts Medical Center for the purposes of this testimony, and this testimony is signed under pains and penalties of perjury.



Ellen Zane  
President and Chief Executive Officer